

## Treat everyone as an individual – employee, citizen, consumer



## Workforce Solutions that mirror their external world

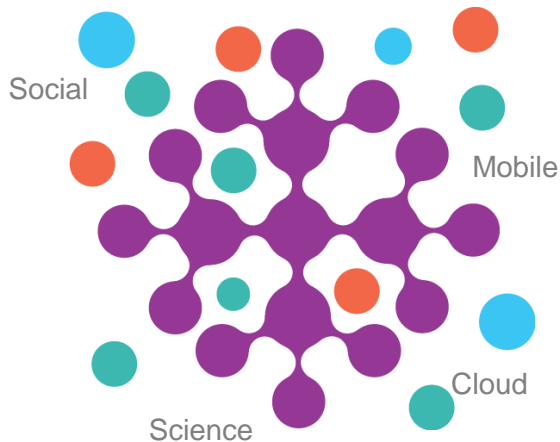


## Traditional Systems of Record



- 
- Primary focus on automation
  - Difficult to scale
  - Slow to innovate
  - Marginal impact on business performance
  - High cost of entry and upgrade

## Cloud based Systems of Engagement



- 
- Designed to maximize employee engagement
  - Embeds social, mobile
  - Insights from big data – surveys, social
  - Highly personalized end-to-end experience
  - Speed and flexibility fuel innovation





# CEO concerns: business is changing that create workforce challenges in a customer-activated world

## Rethink the critical talent needed to support the customer-activated enterprise

- Identify pivotal roles that create unique physical and digital customer experiences within your industry
- Build the need for greater customer interaction into HR programs and development efforts
- Develop a deeper understanding of employee engagement and what motivates individuals in customer-facing roles

## Use analytics to enhance customer value

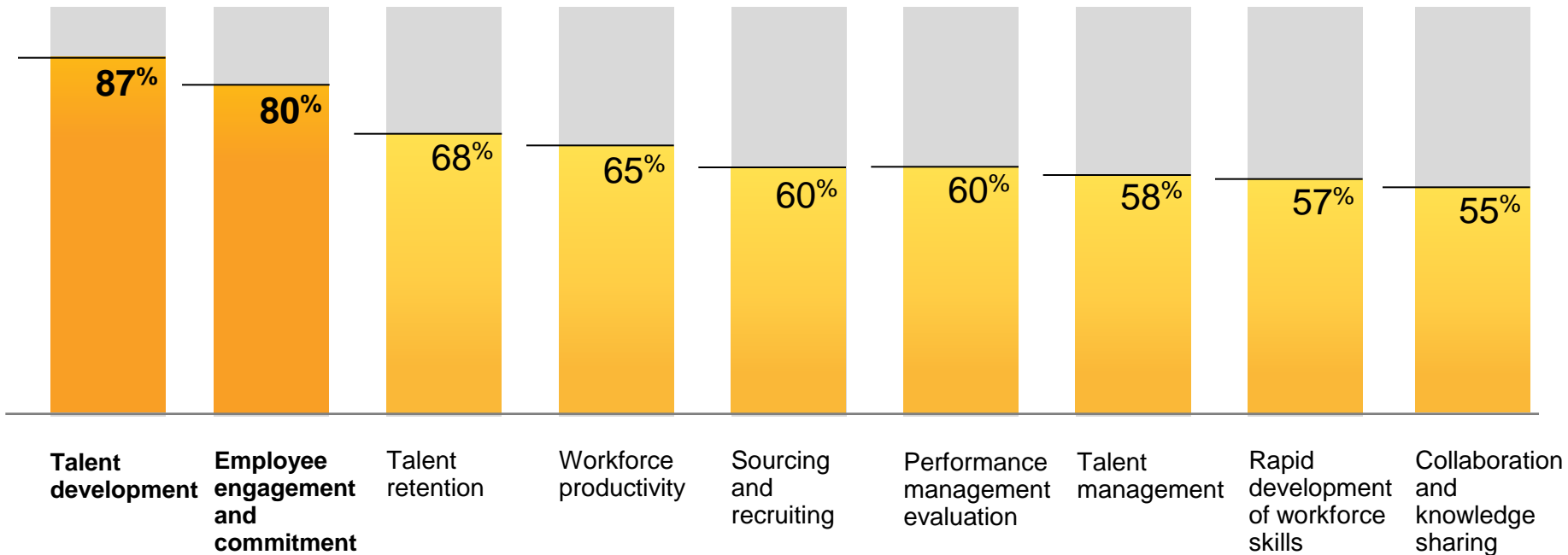
- Apply workforce analytics to better source, allocate and develop employees that deliver customer experiences
- Foster a culture that drives analytics-based decision making
- Make it easier for line managers to access and act upon workforce insights

## Address emerging digital challenges

- Determine impact of mobile technologies on work design and flexibility
- Developing guidelines for managing digital reputation
- Collaborate with internal and external parties

# Talent development and employee engagement are already on CHROs' radar...

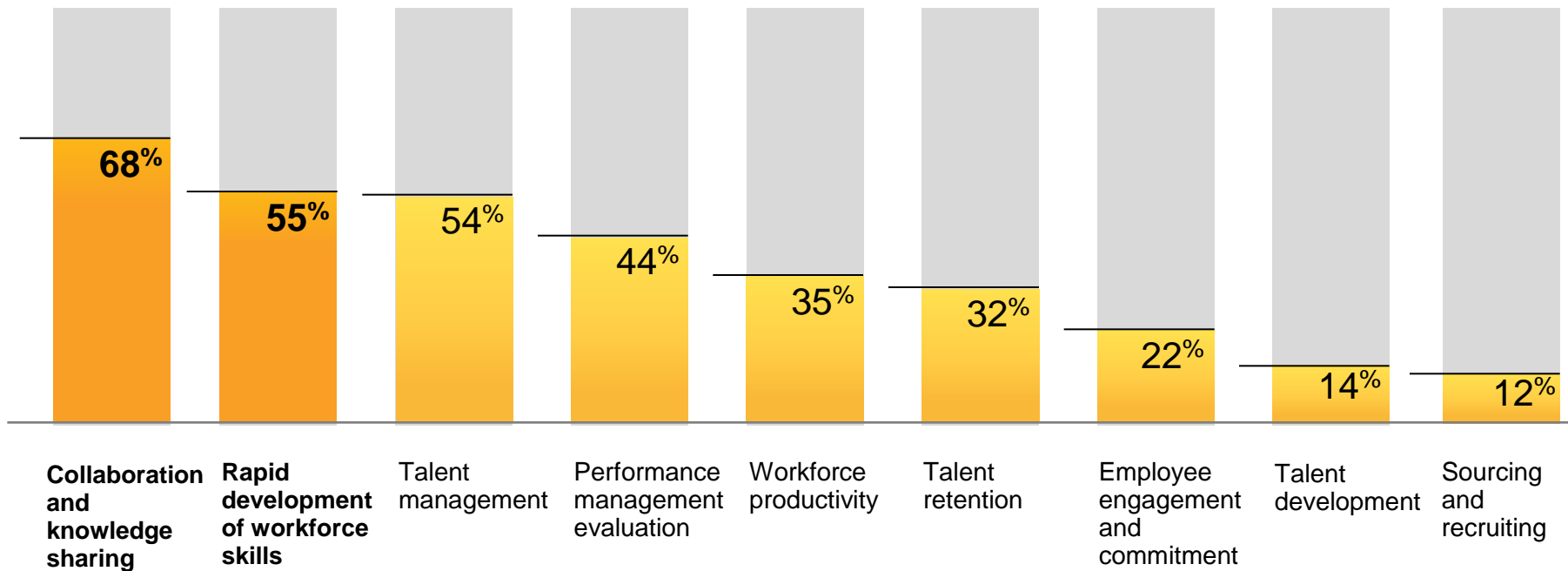
Importance of workforce challenges today



Source: CHRO1-How important is it for your organization to address the following workforce challenges today and in next 3 to 5 years?; n=320 [CHRO only]

# ...with collaboration and rapid skill development an increasing focus over the next three to five years

Percentage change in importance of workforce challenges: today vs. 3–5 years



Source: CHRO1-How important is it for your organization to address the following workforce challenges today and in next 3 to 5 years?; n=320 [CHRO only]



# **HR SOLUTIONS OF TODAY**

## Some pitfalls of HR Systems

**Recruiting**

**Learning**

**Performance**

**Engagement**

**Analytics**

POST A JOB, HOPE THEY FIND IT

## HR Solutions today

**Recruiting**

**Learning**

**Performance**

**Engagement**

**Analytics**

PUSH INFORMATION, HOPE  
EMPLOYEES ABSORB IT

## HR Solutions today

**Recruiting**

**Learning**

**Performance**

**Engagement**

**Analytics**

EMPLOYEES ONLY FEEDBACK  
PRIODICALLY

## HR Solutions today

**Recruiting**

**Learning**

**Performance**

**Engagement**

**Analytics**

CODUCT A SURVEY PERIODICALLY  
AND DON'T FOLLOW UP

## HR Solutions today

**Recruiting**

**Learning**

**Performance**

**Engagement**

**Analytics**

COLLECT DATA AND NOT USE IT

**Bottom line...**  
**We are still GUESSING**

# **WORKFORCE SYSTEMS OF ENGAGEMENT**



**COMBINE THE BEST OF...**

**SOCIAL**

**CONSUMER STYLE EXPERIENCE**

**WORKFORCE SCIENCE**

**ANALYTICS**

# IBM Kenexa Talent Suite

Home



Home



Onboard



Performance



Hiring



Newsfeed



Communities



People



Welcome Rebecca  
You have 15 tasks

- Provisioning for Amanda Harrison
- Assign Staffing Specialist for Jake Dwyer
- Data Import Verification for Jane Kahn

[View all](#)



News

Recommendations

# IBM Kenexa Talent Suite

→ **Assign Staffing Specialist** for Jake Dwyer

→ **Data Import Verification** for Jane Kahn

[View all](#)

## News

What are you working on right now?

Show: **I'm Following** ▾

Filter by: **All** ▾



**Anna Bauer** posted a message.  
Greenwell's latest [engagement survey results](#) are now available

Today at 8:05 AM • Like • Save this  
• Stop following



**Glenn Cloud** shared the file [windows.jpg](#) to a file to the architecture community.



Today at 8:05 AM • (12) You like this  
 Comment • Save this • Stop following

## Recommendations



### David Chung's Blog

Updated by David Chung  
on 11/21/13 3:15pm

(12)

(2)



### Dana Vinch's Blog

Updated by David Chung  
on 11/21/13 3:15pm

(12)

(2)



### world.jpg

Updated by David Chung  
on 11/21/13 3:15pm

(12)

(2)



### Public Speaking Community

Updated by David Chung  
on 11/21/13 3:15pm

(12)

(2)



### Orientation Community

Updated by David Chung  
on 11/21/13 3:15pm

(12)

(2)

[view all](#)



# Social Onboarding

Communities

Greenwell

Communities

This Community Search

New Hires

Follow this Community Community Actions

New Hires

GREENWELL

Overview

Recent Updates

Status Updates

Members

Files

Wiki

Forums

Bookmarks

Tags

Find a Tag

documentation employees enablement greenwell hire instructions mobile new orientation setup training

Community Description

CREATE YOUR PROFILE BUILD NETWORK

Tags: employees, enablement, greenwell, new, orientation, training

Files

Add Files Add Folders

Files Folders

Greenwell Marketing - New Hire Orientation.pptx

Shared by Dennis Michaels on October 9, 2013 | 2 downloads | 3 comments

View All

Important Bookmarks

Highlight key Web resources.

Members

View All (3 people)

65%

5%

20%

# New Hire Community

W3

IBM Connections



Profiles



Communities

Apps

Feedback

Christopher C. Crumme

Share

English



Blogs

My Blogs

Public Blogs

My Updates

This Blog

Search



New2Blue

Following Actions

Community Actions

New2Blue:  
Succeeding@IBM



Overview

Recent Updates

Status Updates

Members

Events

Forums

Blog

Files

Wiki

Bookmarks

Related Communities

Subcommunities

New2Blue - GCG New Hires

New2Blue - India New Hires

New2Blue - US New Hires

New2Blue

View All Entries

## 10 things you should know as IBMer, that nobody will teach you

SILVIA-EMILIA MIHAILESCU | Apr 25 2013 | 150 Comments | 10,846 Visits

275 Like



Welcome back to your

### HAPPY THURSDAYS with SILVIA

Today I'd like to share some things nobody will spend time telling you about, but that I consider very useful...kind of like "WISH I KNEW THAT" when I joined IBM 😊 So here we go, let me know what you think.

1. Ask your manager to have a **career conversation**- It is NOT the same with discussing your goals or your PBC results. And it's not mandatory to happen only once a year or when you have your PBC discussions. So whenever you feel ready ask for some time to discuss about skills you need to develop, directions you'd like to pursue, etc. And don't wait for your manager to do that, be proactive!
2. **Don't be late on conference calls** or when so then notify people that you're gonna be late. I know most cultures have that being "15 minutes" late is acceptable, but you see we're not waiting in a coffee shop, nor having a nice cake in between nor watching the birds flying until you show up. We are waiting on the line, with phones to our ears, wondering if we should start the call or still wait for you. This not only gets people frustrated but also leads to extending the call, which is not nice if the others have other meetings to attend after. I know dialing in takes some time or there may be other technical challenges but if you can't fix that early enough to be in time, use Same Time to quickly notify the chair about your delay. Or send an sms...And you'll notice that most of the leaders are pretty good at being on time so that may be a skill you'd want to develop 😊
3. **Don't ACCEPT Lotus Notes calendar invites for meetings you can't join**, or use DECLINE to timely let people know you can't make it. I often see folks accepting to be in meetings they never show up for. Again, that leads to people waiting for you, getting delayed etc.
4. **If you want to talk to someone, ask them**. Don't wait to be invited to a chat, don't expect that people can read your mind and act just like you were dreaming about. Ask them via Connections, Same Time, mail them, whatever it suits you. Again, be proactive!
5. **When you're searching for opportunities, LET PEOPLE KNOW!** Just because you are their friend in Facebook, Connections or Linked.IN, it doesn't mean that the second they have an opening they will check with you 😊 Obviously we assume people are happy in their roles and won't always go straight to a person, unless we think ONLY HE/SHE has the skills we need.
6. **Salary and band increases don't happen overnight**. It takes time and there are plenty processes in place. I know this may be different from company to company but usually it's not like in the movies where you show up, ask for a raise

Archive

December 2013  
November 2013  
October 2013  
September 2013  
August 2013  
July 2013  
June 2013  
May 2013  
April 2013  
March 2013  
February 2013  
January 2013  
December 2012  
November 2012  
October 2012  
September 2012  
August 2012  
July 2012  
June 2012  
May 2012  
April 2012  
March 2012  
February 2012  
January 2012

# Listen to the Organization Community

W3

IBM Connections



Profiles

Communities

Apps

Feedback

Christopher C. Crumney

Share

English



Communities

This Community Search



New2Blue: Succeeding@IBM

Stop Following this Community

Community Actions

New2Blue:  
Succeeding@IBM



Overview

Recent Updates

Status Updates

Members

Forums

Blog

Files

Wiki

Bookmarks

Events

Related Communities

Tags

Find a Tag

2012 2013 bluetux career

## Community Description

Succeeding@IBM:  
**New2Blue Community**  
Going through a unique journey, together.



Collaborate



Connect



Participate



Share



Events

The purpose of this community is to provide a place:

- For new employees **to interact with each other** and with subject matter experts
- For experienced IBMers to **help** new IBMers
- For all IBMers to congregate, to **share cool ideas, and to make friends**



### DON'T MISS THESE SESSIONS!

- **Oct 21st - Silksoft: What every new IBMer should know. [Enroll here.](#)**
- **Oct 31st - Watercooler Sessions are now [Asia friendly](#) and [Americas Friendly.](#)**

Tags: career, career-development, ibmer, new, new2blue, newhire, newhires, succeeding@ibm

## Forums

Start a Topic

Chinese Language Lessons

## Important Bookmarks

Before joining a SmartCloud session, check this

Deeper Insight: Global Virtual Conference for New IBMers

Don't let your Inbox ruin your day! - IBM Lotus Notes for IBMers

How2 be social at IBM and benefit from it (even if virtually) [How2]

IBM Connections Profile Page

IBM DB2 LUW

IBM Social Referral Tool (TalentVine)

New2Blue Community

New2Blue Community - Introduction Video

Prepare for your career conversation

STG/ISC Discovery Journey

Simplify IBM Ideation Blog

Succeeding@IBM Learning Plans for new IBMers

Succeeding@IBM Products and Offerings

Succeeding@IBM home page

THINK40 Overview with Gordon Fuller

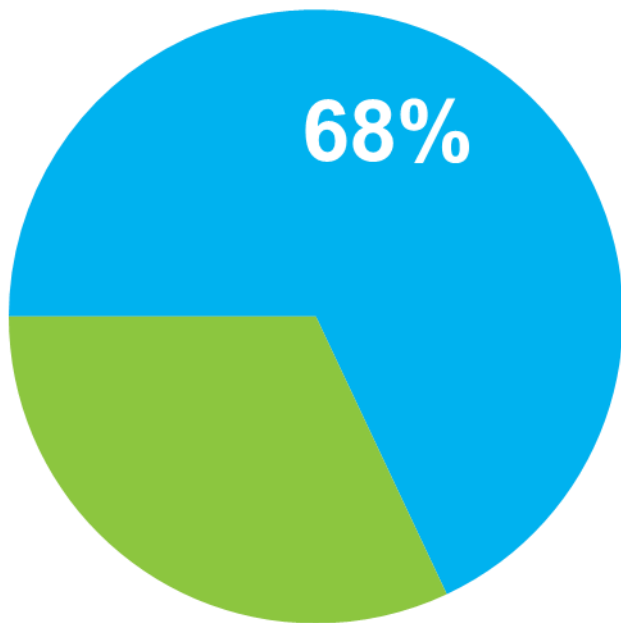
THINKtogether video: Ginni announces 24-hour response time commitment

Think40 Community

Understanding IBM Organizationally

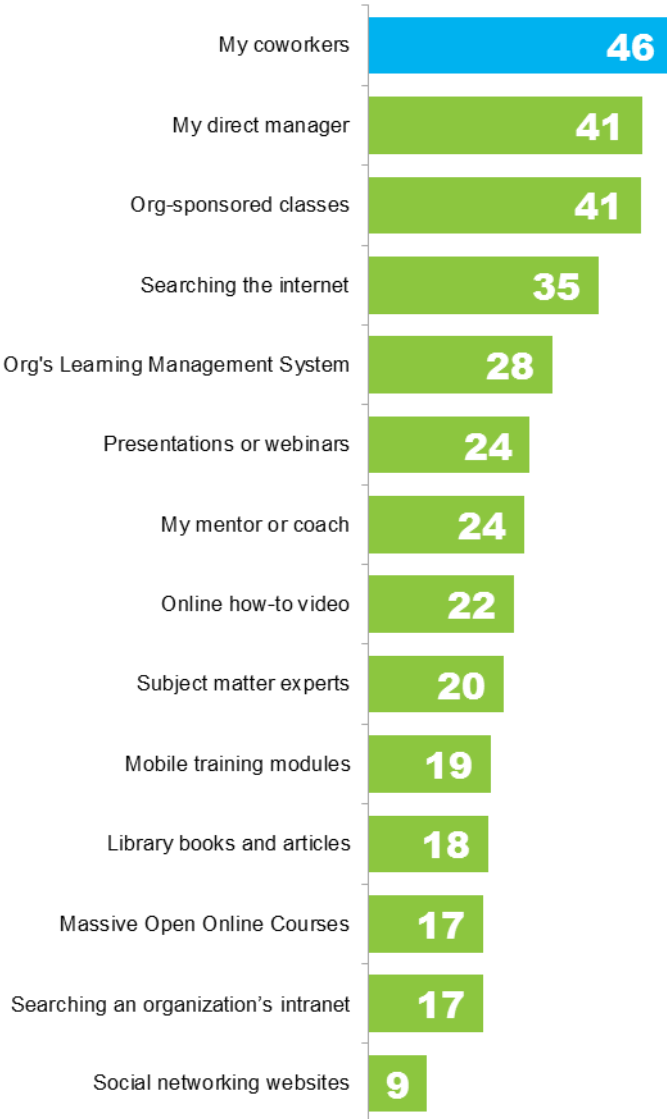
bluemine: IBM Market Insights Search engine

## Learning resources needed for job performance



Nearly 7 out of 10 employees need to access learning resources routinely to do their jobs effectively.

## How Employees Learn



The most commonly used learning resource is coworkers or subject matter experts within the organization.



# A new paradigm in learning



Welcome, Samantha  
We are so happy you're here and lined up everything you need. Are you ready to start your journey?

- 13 tasks to complete
- information is **Secure**
- time to finish **29 min**

Complete new hire information

Complete and sign forms

Read and sign policies

start my tasks



online now

## Manager's Message

"I am excited for you to join our team! Please Contact me if you have any questions  
Ted Amado"

chat

## Learning Center

view all



## Meet Your Team

view all



## Recommendations

view all



Evenlyn Starwood

- You share colleagues
- You share a bookmark
- You share a forum thread
- You have used the same tag

invite to connect

Remove

## News Feed

My Team



**Mike Motler**  
Congrats to Brian for winning the e Fishing Challenge.

Appreciate · Comment · Share · 2 min

Write a comment...



**Jacqueline Gronez**  
Support Breast Cancer Awareness Sponsored 5K Run/Walk on October encourage staff to participate and

Appreciate · Comment · Share · 8 min

1 share

Write a comment...



**Greenwell**  
We are looking for creatives to add Please visit greenwell.careers.com your best work.

Comment · October 1

View all 5 comments



**Matthew Pierpoint** That's A about an hour ago

Write a comment...



**Boyd Gossens**  
Collaborating [Dina Meroni](#) and [Paul Singh](#) on a new display setup in the Saginaw store.

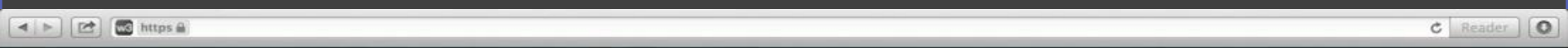
Appreciate · Comment · Share · 8 minutes ago





**Maureen Leclair** The display is looking good about an hour ago

The screenshot shows a web browser window with the address bar containing 'chat.greenwell.com/hiringmanager'. The main content area displays a video call interface. At the top, there is a large video feed of a man (Tod Amado) smiling. To his right, a smaller video feed shows a woman (Samantha Daryn). Below the video feeds is a control bar with icons for mute, video off, and end call. Underneath the control bar, a 'Participants (2)' list shows 'Samantha Daryn' and 'Tod Amado' with green status indicators. The background of the chat window is a scenic image of kayakers on a lake.

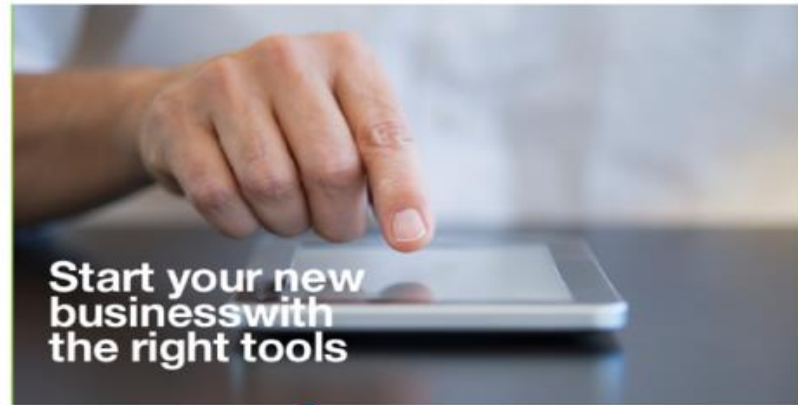
# Social Learning



Outdoorsman 8%  

## Creating Safe Areas

 5  12




Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonunibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duiis dolore te feugiat nulla facilisis. flant sollemnes in futurum.

created by [Samantha Daryn](#)  
October 20.2011 . Greenwell Guide

[Comment](#) [Transcript](#)

Chapter 2: Shorelines 

34:08 

 **Jane Frost**  
It would be helpful to hear about the safest rivers  
[Add reply](#) . [Like](#)

**Minh Li**  
**Expert Approved**  
If you go to our website [greenwell.com](#), you will of the safe areas there  
[Edit](#) . [Like](#)  
[12 more replies](#)

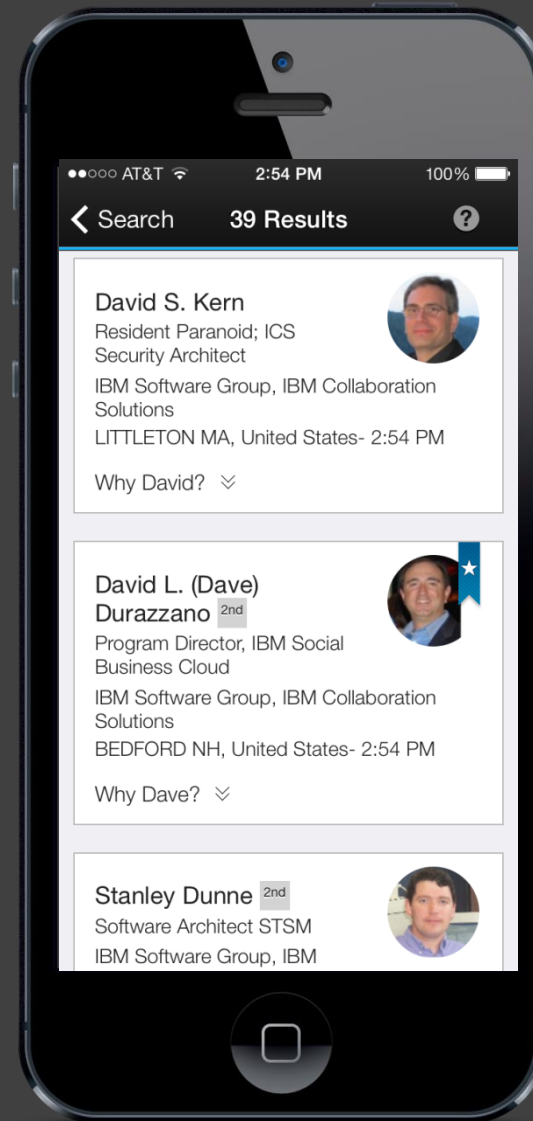
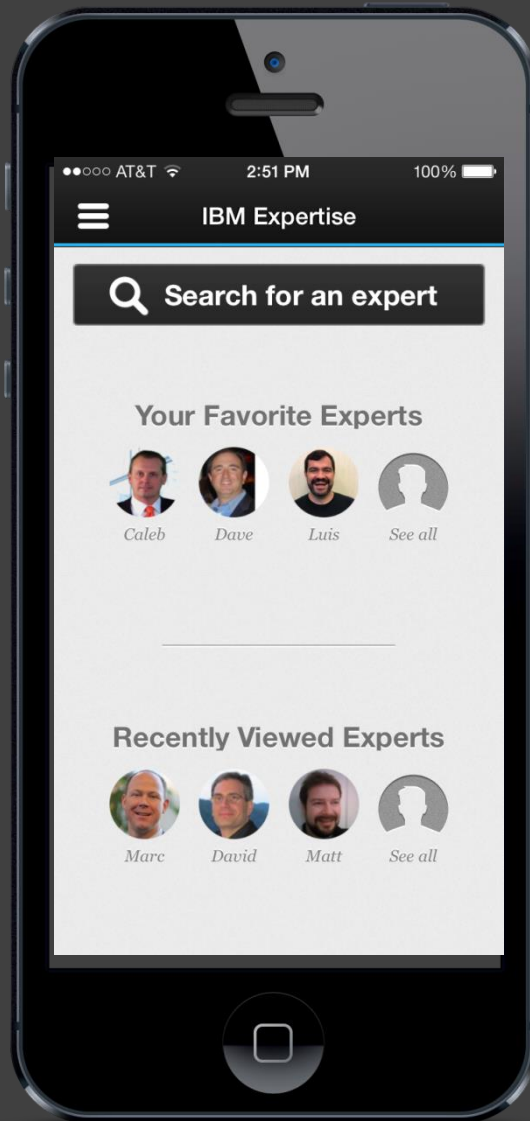
1:23 

 **Bobby Federer** 

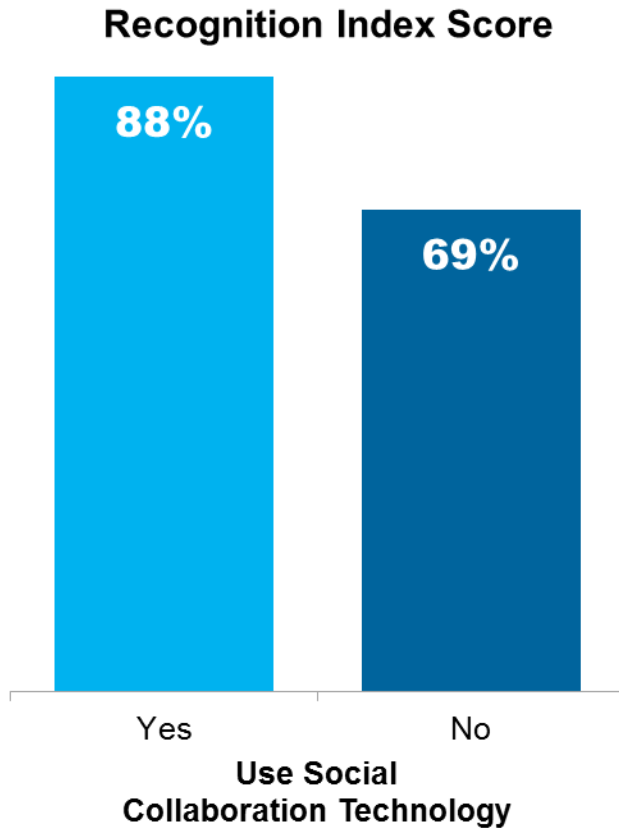
[new comment](#)



# Expertise locator



## Recognition in a social world



More employees feel recognized in organizations that use social collaboration technology.

# Social Performance Management

## Profiles

**My Profile** | My Network | Directory



Edit My Profile

### Tags



#### Industries

Add an industry +

#### Clients

Add a client +

1 belastingdienst x

1 coca cola x

1 dutch tax office x

1 fiducia x

1 finanz Informatik x

## Maroni, Dina

IBM employee, Regular - User Experience Professional: UXD Research & Evaluation

CAMBRIDGE, United States - Local Time: 3:22 PM

1-617-693-5810 - [sandra\\_kogan@us.ibm.com](mailto:sandra_kogan@us.ibm.com) - [Sandra Kogan/Cambridge/IBM@Lotus](#)

### ▶ Contact Me

Send Email

Download vCard

Recent Updates

Expertise

Performance ▾

### ▶ Job Description: Rig Supervisor

#### ▼ Goals 2014

Reduce oil and gas exploration risks

Goal description: Reduce Petrobras oil and gas exploration environmental risks by 10% within the next year

Approved by	Start date	End Date	Weight	Status
Lucille Suarez	Feb 22, 2014	June 11, 2014	30%	<div style="width: 15%;"><div style="width: 15%;"></div></div> 15%

#### Feedback



**Jasmine Hodge** 3h ago

Great job on sharing your teams best practices so far. Keep it up @Dina Maroni



**Nina Keller** 45min ago

Very helpful to see these @Dina Maroni. Sharing with my team as an example

Analyze and report reservoir performance

Goal Description: Complete a reservoir characteristic and performance analysis and report the results within one month

Approved by	Start date	End Date	Weight	Status
Lucille Suarez	Feb 22, 2014	June 11, 2014	20%	<div style="width: 35%;"><div style="width: 35%;"></div></div> 35%

# The Power of Workforce Science

Provide the precision and insight to solve these problems  
(combines data from across HR and behavioral science to create an action plan):

“I need **to improve business performance** by hiring more people who have **talents** like my **top performers.**”

“I need better understand **what talent I have** on staff to deal with **today’s** demands, and anticipate the talent I need for **tomorrow.**”

“I want to retain my best talent and **reduce turnover costs.** I want to know why my top talent might **leave** and what I can do to stop it.”

## Smarter Workforce Survey Analysis

### Listen to the business:

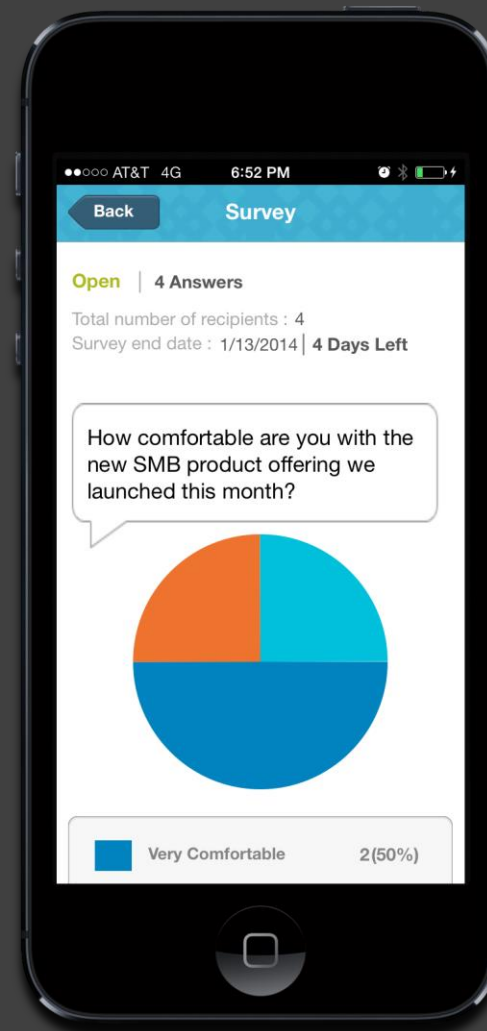
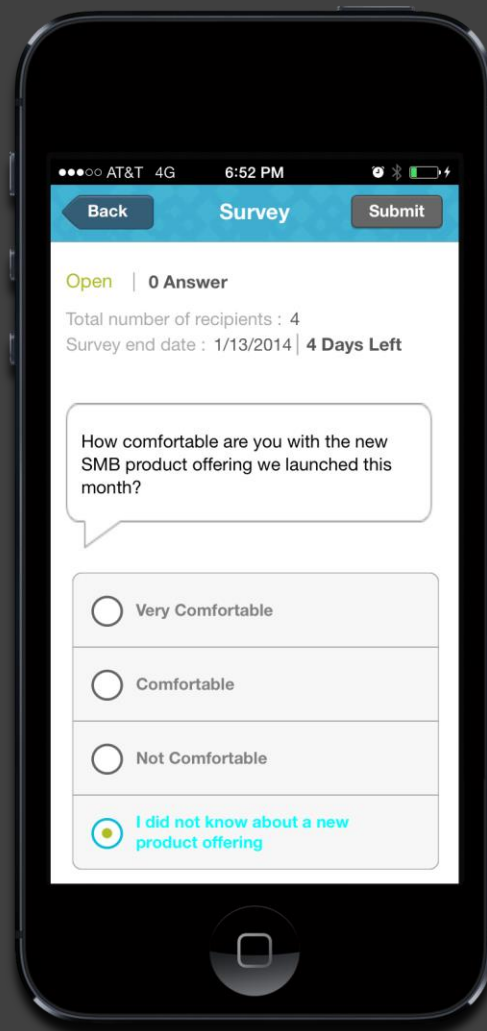
Take the voice/concerns of the

- Customer
- News/media
- Investors
- Leaders
- Market

and use your employees to get **feedback, take action and continuously listen.**



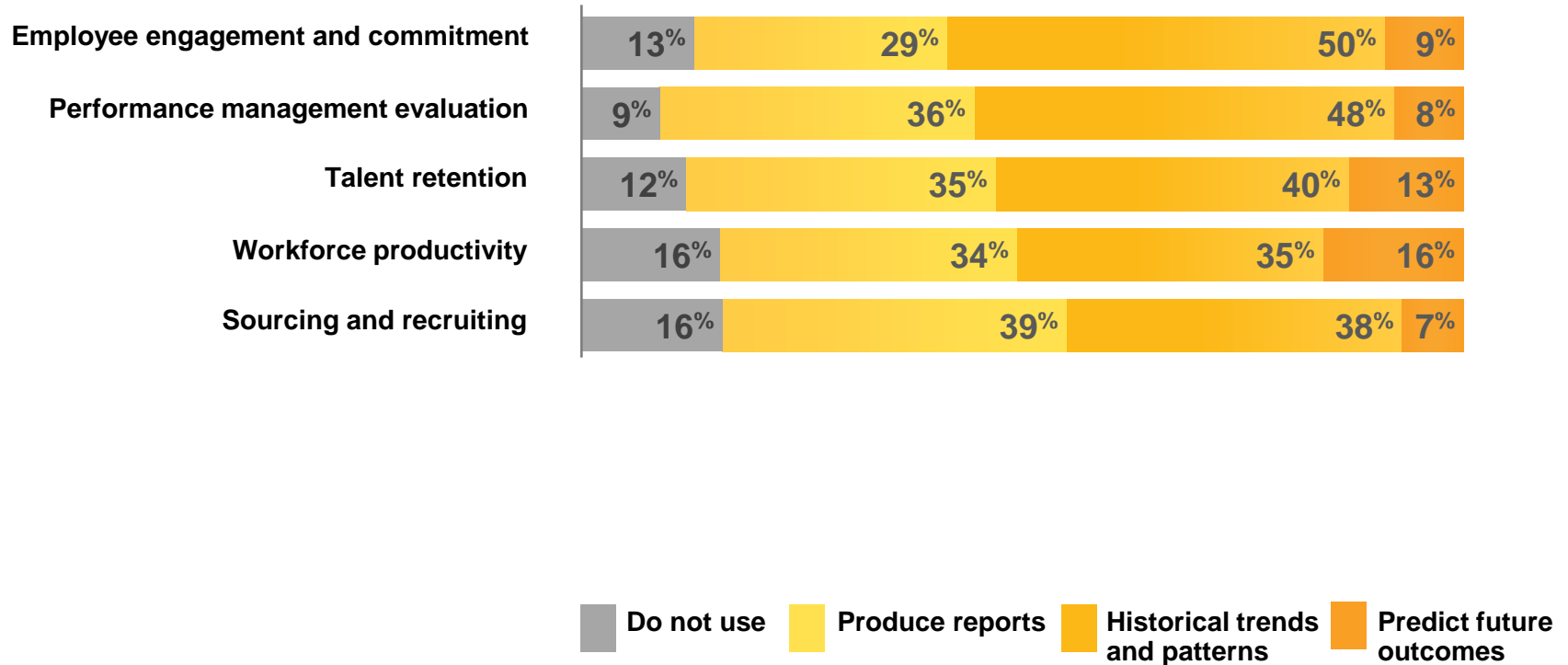
# Feedback from the workforce. Real time. Anywhere.





# Just over half of organizations are truly tackling workforce analytics

## Use of analytics today



Source: Question CHRO3–Which statement best describes your enterprise’s use of analytics within each of these human capital areas?; n=321 [CHRO only]; numbers may not sum to 100 percent due to rounding

# Advanced Analytics

Showing 685 comments | [add filters](#) | [Remove all](#)

View as: [Themes](#) | [Demographics](#) | [Comments](#)

showing: [Performance rating](#) and [Tenure](#)

High		Low
<a href="#">Under 1 year</a>	<a href="#">1-3 years</a>	<a href="#">3-5 years</a>
<a href="#">5-7 years</a>	<a href="#">7-10 years</a>	<a href="#">3 segments</a>
	<a href="#">3-5 years</a>	<a href="#">5-7 years</a>
	<a href="#">5-10 years</a>	<a href="#">5-7 years</a>
Medium		
<a href="#">Under 1 year</a>	<a href="#">5 segments</a>	<a href="#">Under 1 year</a>

< Previous **1** 2 3 4 5 Next >

**No segments selected**  
685 comments

**Top themes**

Rank	Theme	Percentage
1.	no service innovation	91.8%
2.	customer service	8.9%
3.	training	7.1%
4.	finding answers	5.2%
5.	product knowledge	1.7%
6.	finding experts	1.5%
7.	customer service	0.9%
8.	staff morale	0.9%
9.	communication	0.9%
10.	compensation	0.8%

**Positive** 65%

**Negative** 5%

**Neutral** 20%

**Ambivalent**

If we could harness the power of big data and analytics with human insight, human behavior and workforce solutions, along with social and mobile technologies, we could bring people and employers together to do more meaningful and valuable work to drive business.

We call it **Smarter Workforce**